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## INTRODUCTION

Without question, the redevelopment of the Charlestown Navy Yard in Boston is the most dramatic urban renewal program in the United States. It is the largest historic mixed use waterfront project in the country. In a city rich in heritage, the Navy Yard has been an integral part of Boston's past since it was commissioned in 1800 as a cornerstone of the nation's defense system. The Navy Yard reflects many eras: notably, the early nineteenth century, the Victorian era, as well as World Wars I and II. At its peak during World War II, there were about 50,000 workers building and repairing U.S. Navy ships at the Navy Yard. During that time, 159 destroyers, destroyer escorts, and landing tank ships were built at the Navy Yard.

Today, through the efforts of the City of Boston, the Boston Redevelopment Authority and the private sector, the Charlestown Navy Yard is undergoing a tremendous rebirth that, while recalling its historical past, will make a strong statement about life in twentieth-century Boston and beyond.

Many dedicated professionals and residents from the Charlestown community took part in a task force which met on a weekly basis since August, 1987. As a result of these meetings a master plan evolved that ultimately included a variety of mixed uses for the Navy Yard.

At present the Navy Yard is over 50% complete. When fully built out in a few more years, the Navy Yard will have about 2,000 dwelling units, with 25% classified as affordable housing, along with about 2 million square feet of office, retail, restaurant, and research space. A hotel, maritime museums, parks, and open space are also planned for the Navy Yard.

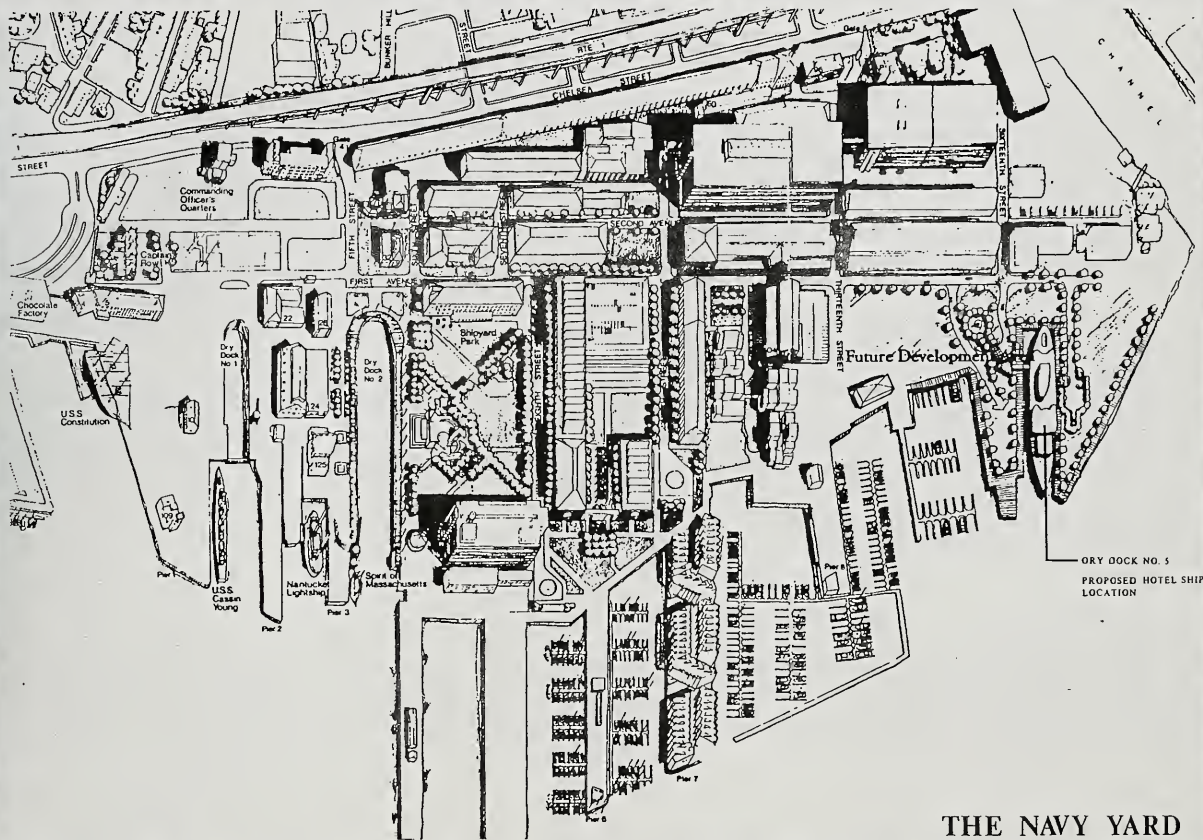
## ECONOMIC PROFILE

Not unlike other successful, large cities in the United States, Boston has experienced a dramatic change in the economic base. Once a major textile and manufacturing center, with the advent of Route 128 in Wellesley, Needham, Waltham and Newton, and the new technological enterprises associated with that corridor, the Boston Downtown area has been able to reap the benefits of new industry. Boston has experienced a dramatic (50%) employment increase in the areas of transportation, communication, public utilities, finance, insurance, and business and professional services. Manufacturing and trade have declined by 8 and 10 percent respectively.

Office space surged in the Boston area from 1970 through 1980 with over \$1 billion invested per year throughout this ten-year period. This period of private investment and urban renewal in the greater Boston area resulted in:

- The rebirth of Boston's central commercial, financial and government districts;
- The reformation of the city's economic base from manufacturing to service oriented activities such as medical research, higher education, insurance and banking, and;
- The emergence of high-technology industries as a substantial economic force within the state.






THE NAVY YARD



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## HOTEL SITE

The Charlestown Navy Yard Yard's End area provides a perfect setting for the hotel ship. The maritime flavor is enhanced by the nearby Shipyard area of the Navy Yard. The Shipyard consists of 58 acres of land, piers, and water. Residential, office, eateries, and a marina provide a variety of activity in the Shipyard. Other historic buildings reflecting the heritage of the Navy Yard within sight of the hotel include the Chain Forge, where die-lock chain making was invented, and the Basilica, built in 1905 and first used as a metalworks shop. This massive building contains an atrium and has been retrofitted to 92 housing units.

The location of the hotel, in drydock #5 at the Yard's End provides a "new" landmark for the Navy Yard. While at the same time reliving the nostalgia of the Navy Yard, the ship hotel will provide an exciting and vibrant setting for its guests and patrons of its numerous other attractions.

## SCENARIO I - SHIP LOCATION

Scenario I places the hotel in drydock #5, located between parcels 4 and 5 in the Yard's End. Entrance to the ship area would be via First Avenue. Upon approaching the ship hotel, visitors would find a landscaped, manicured identification courtyard at the entrance just off First Avenue. Identification signage would be in context with the Naval Yard. Of course, the ship hotel itself, only a few hundred feet off of First Avenue, will make an impression to the visitor in and of itself.

A circular drive, with specialty paving, will draw the visitors to one of the two ship entrances. Upon arrival, the guests will be greeted by valet parking attendants who will handle luggage and accessories and then take guest vehicles over to a parking structure approximately one block away. Ample parking will be provided in the parking structure which will be shared by a number of users in the Yard's End.

Opposite the entrance side of the ship will be a service area and separate service entrance for the day to day necessities of the operation.



Hotel Identification Signage

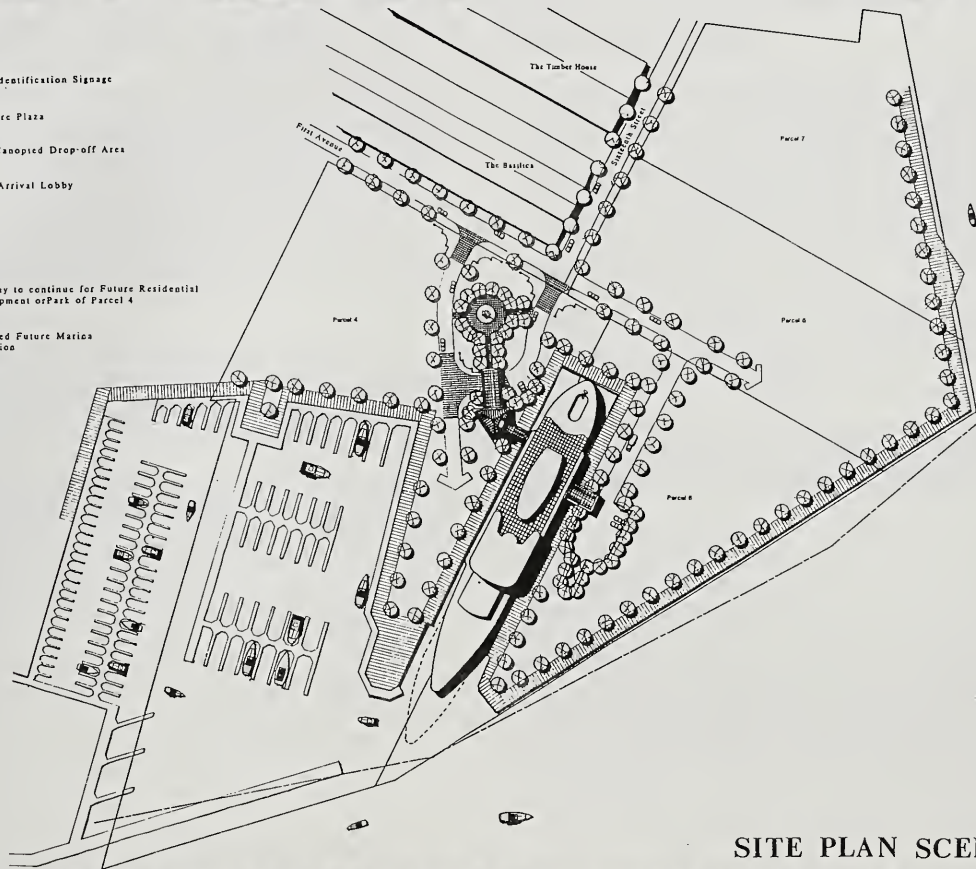
Sculpture Plaza

Vallet Canopied Drop-off Area

Guest Arrival Lobby

Roadway to continue for Future Residential  
Development on Part of Parcel 4

Proposed Future Marina  
Expansion



SITE PLAN SCENARIO 1

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## SCENARIO II - SHIP LOCATION

Scenario 2 locates the ship in the harbor at the edge of Parcel 5 and the Yard's End. The location offers waterside rooms with remarkable views from the waterfront. Again, entrance to the ship is via First Avenue through the Yard's End. A circular, specialty-paved entrance drive off of First Avenue will usher visitors to the ship's entrance. This drive will be amidst a lushly landscaped courtyard. Temporary parking is available while permanent parking is offered with valet attendants who will take vehicles to a parking structure approximately one block away.

Under both scenarios 1 and 2, parking will be provided as per the City of Boston Zoning Code for hotel uses. Given the size of the ship hotel and its 250 room capacity, approximately 90 parking spaces will be provided relative to the requirement of the Boston Zoning Code.

Additionally, should the restaurants and health spa, excluding the swimming pool, exceed more than twentyfive per cent of the gross floor area ratio of the ship hotel, additional parking spaces (30 m.o.l.) will be provided as per code. It is further understood that because the Charlestown Navy Yard is a unique redevelopment area, development conditions are negotiable with the Boston Redevelopment Authority.

## SHIP CONCEPT

The concept of the hotel ship has been chosen for the Navy Yard for a number of reasons. First and foremost is the fact that the Navy Yard, perhaps more than any other locale in the country, provides the maritime flavor for this project. What better setting to provide the ship hotel than in the very location where great naval ships have been manufactured and have set sail from since 1800. Another major reason for the selection of the Navy Yard for this concept is the vibrancy which the Navy Yard exudes.

With the master plan for the Navy Yard carefully worked out over the last two years, a mix of uses has been approved for the area which will benefit the hotel and vice versa.

From that perspective, the hotel ship has been carefully analyzed based upon its ancillary uses, the amount of ancillary use, the room accommodations, and the overall ambience which the ship will provide.

Given the residential, office, retail, boating, and medical related research uses which will predominate in the Navy Yard, an ideal mixture of activity will exist which will complement the hotel. Although the Navy Yard will always be a tourist attraction in the Boston area, the Yard will also be a stable neighborhood where residents will live and many will work close by. The presence of Massachusetts General Hospital's Institute of Health Professions, which contains a graduate school and continuing education center, ensures that the Yard will instantly become a hub of medical related research and education drawing upon a large contingency of professionals from within and outside of the Boston metropolitan area. Additionally,



Proposed Future Marina Expansion

Existing Marina

The Timber House

The Basilica

Park Avenue

Sculpture Plaza

Specialty Parking

Little Mystic Channel

Hotel Identification Signage

Boardwalk

Canopy Tract

Valet Canopied Drop-off Area

Guest Arrival Lobby

Guest Passageway to Hotel

200-250 Room Hotel

Service Yard

Trash Compactor

Boston Harbor

## SITE PLAN SCENARIO 2

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beyond the medical related research activity in the Navy Yard, there will be a substantial amount of general professional office activity that will also draw from the region and beyond. Because of this, the hotel will focus on two important aspects of the hostelry trade; business and tourism.

There is no doubt that the Navy Yard with its maritime flavor, abundance of nautical uses, and prime location will draw a generous amount of tourists. Boston, the metropolis that it is, with a diverse economy is a magnet of tourism in and of itself. Furthermore, Boston is a major tourist destination with many historic, cultural, and educational attractions. These include the Freedom Trail, Public Gardens, New England Aquarium and Faneuil Hall. Faneuil Hall attracts an estimated 12 to 14 million visitors annually and more than 3 million people walk the Freedom Trail each year.

Additionally, fifty-six degree granting colleges and universities are located within a 20-mile radius of Boston. The major educational institutions in the greater Boston area include Harvard University, Massachusetts Institute of Technology, Boston University, Boston College, and Tufts. These and numerous other institutes of secondary education have a national and international student base which generate significant visitation throughout the year.

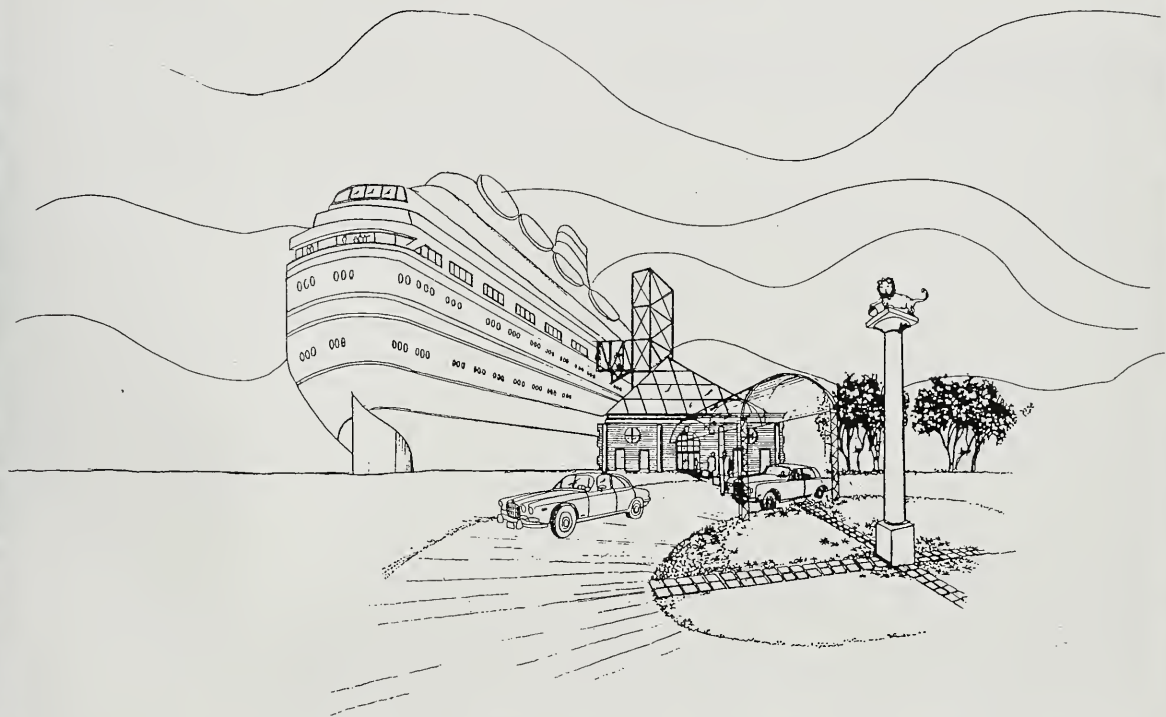
The hotel ship, because of its unique concept and setting, will undoubtedly be in the position to capture a proportionate share of the trade.

However, Boston is first and foremost a center of corporate business. For that reason the ship hotel will focus on that portion of the trade and offer amenities catering to the corporate client.

First class services for the corporate client will be provided including an office area with facsimile and computer capabilities, secretarial services, conference areas, day-care, a health club, and dining options ranging from a sandwich shop to a full-service, five star elegant restaurant.

These services, combined with a shopping gallery for hotel guests and visitors, a swimming pool, private club, and three restaurants will enable the hotel to cater to a broad range of the hotel trade.





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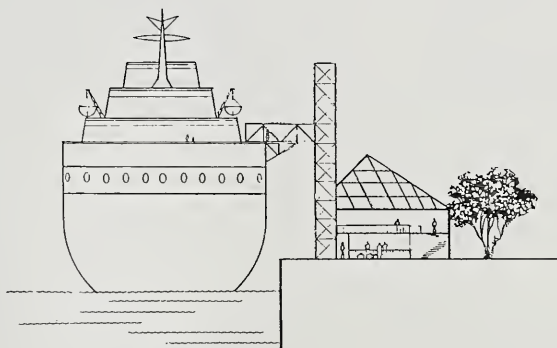


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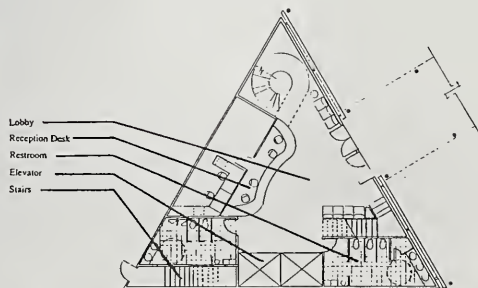
## SHIP FACILITIES

The ship hotel will offer public deck space, room decks, two types of executive sleeping rooms, and a land lobby. (Lobby Plan, Cross Section)

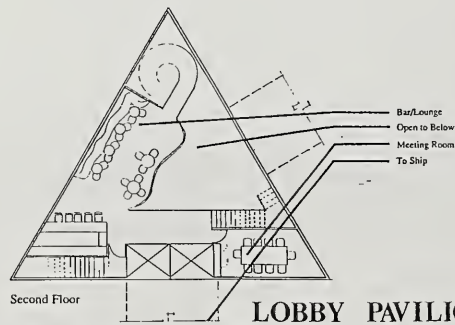




Cross Section



First Floor



Second Floor

LOBBY PAVILION



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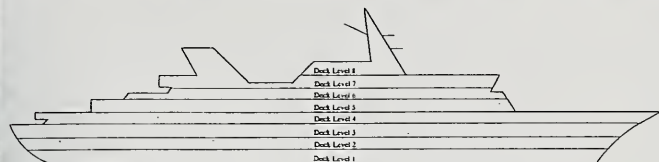


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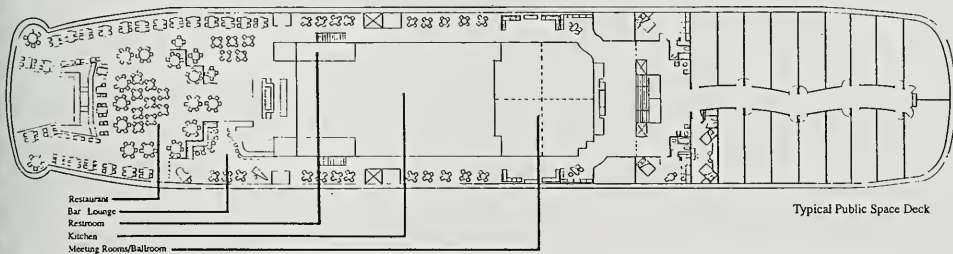
A typical public deck will provide restaurants, meeting and conference rooms, a bar and lounge area(s), concierge desk, type 1 executive rooms and a lobby area (see public deck layout).

A typical room deck will contain type 1 and type 2 executive rooms, suites, a theatre, and ice and vending rooms (room deck layout).

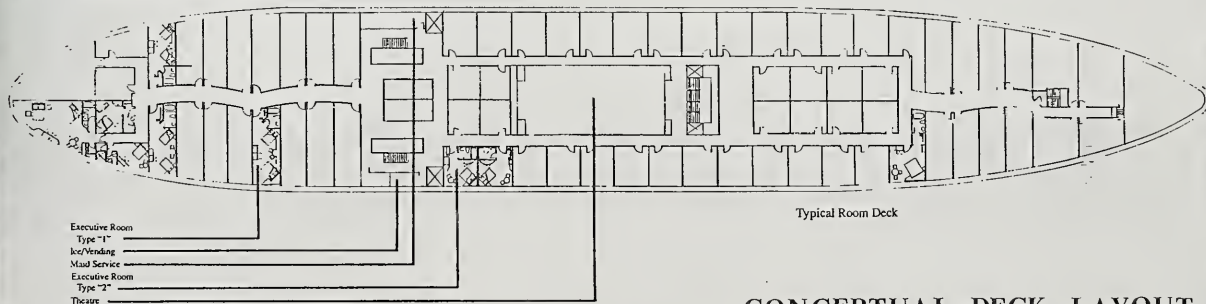




Ship Cross Section



Typical Public Space Deck



Typical Room Deck

## CONCEPTUAL DECK LAYOUT



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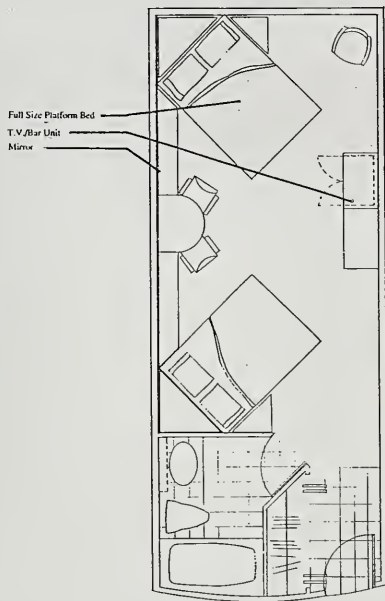


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The type 1 executive room will offer the hotel guest two full size platform beds with a mirrored wall, custom headboard, and nightstand. These rooms will be provided with a round dining table and fully upholstered chairs. The cabinetry and nightstand will be custom designed with a nautical theme and will provide a television set on a pull-out swivel tray with a bar unit below.

The placement of the two beds will be at an angle with a mirrored wall providing guests with an open appearance in each room. (Executive Room Type 1)





Floor Plan



Perspective

## EXECUTIVE ROOM TYPE 1



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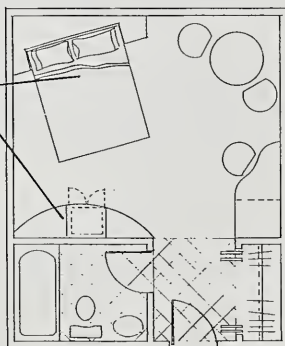
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Each type 2 executive room will offer queen sized platform beds. Mirrored headboards will be provided in internal rooms.

A round dining table and fully upholstered chairs will be provided in each room. Custom cabinetry will have a streamlined nautical design with a television set on a pull-out swivel tray with a bar unit below. A desk and dresser will be standard with curved lines to accentuate an angle platform bed which will provide guests with the feel of a larger, open-aired room. (Executive Room Type 2 Layout)



Queen Size Platform Bed  
T.V./Bar Unit



Floor Plan



Perspective

## EXECUTIVE ROOM TYPE 2

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## INFRASTRUCTURE

After review of a number of different master plans for the Navy Yard, the final master plan has a projected floor area ratio which will, upon buildout, produce slightly higher, but acceptable levels of traffic generation. TAMS Consultants, Inc., in reviewing the total buildout for the Navy Yard in relation to traffic generation, states that additional transit traffic improvements (water shuttle, gate widening, additional access gates, and comprehensive individual project Transportation Access Plans) would improve these already acceptable traffic transit conditions even more.

The Boston Redevelopment Authority has also developed a master water/wastewater plan for the yard to be let for contract regarding physical improvements. Capacity for both water and wastewater is not an issue regarding development in the Navy Yard as excess capacity exists.

Finally, the Boston Gas Company has recently installed an elevated 12 inch gas line available for connection at First Avenue and Sixteenth Street, just a short distance from drydock #5.

## HOTEL POSITIONING

Perhaps unfortunately, today's hotel guest knows exactly what to expect from a typical transient hotel: tiresome public and function space, stereotypical guest rooms and predictable menus. The opportunity to experience an unconventional and exciting lodging opera

tion such as the proposed floating ship hotel is long overdue for patrons of the Boston lodging market. The setting of the Charlestown Navy Yard provides an ideal backdrop for this maritime adventure in lodging. Guests and visitors alike will hesitate momentarily at the grand entrance as they search for the original gangplank and prepare to be piped aboard. Whether visiting the hotel for business, pleasure or both, the guest will feel as if they are about to embark upon a luxurious ocean cruise. They will look forward to utilizing the ship's numerous recreational amenities and facilities including three swimming pools, health club, jogging track and jacuzzi. The dining experience will offer an exhilarating sampling of fresh fare in the dockside cafe or a sumptuous five course meal in the main dining room. Group function attendees can enjoy luxurious affairs in the grand ballroom or intimate affairs in one of the smaller meeting rooms. The fantasy world of luxury cruise ships has suddenly become a reality for the guests of the floating ship hotel at The Charlestown Navy Yard.

The facilities offered by the floating ship hotel are expected to be of high quality and consistent with the lodging expectations of the frequent traveler. These characteristics will allow the hotel to compete effectively for all of the demand segments in the Boston market. Historically, lodging demand in the Boston market has been generated by several major segments, each of which utilizes lodging facilities for different reasons and each of whose needs vary accordingly. The proposed floating ship hotel should have unique appeal to each of these segments.



## THE BOSTON LODGING MARKET

Continued growth in the local and regional economies has created significant increases in the demand for lodging accommodations in the Greater Boston area. The Boston market can be divided into four distinct geographic sectors: Financial/Waterfront, Back Bay, Midtown and Cambridge. All four of these districts are accessible to Charlestown via numerous modes of transportation. The Financial/Waterfront District is Boston's business center, extending from the waterfront to the Boston Common. Faneuil Hall and several large retail centers are also located in this sector of the city. The Back Bay is Boston's fashionable retail center and is also the center for the city's major convention activity. The recently renovated John B. Hynes Auditorium is located on Boylston Street in the Back Bay. The Midtown area links the Financial/Waterfront area with the Back Bay area and is the location of the Boston Public Gardens and the Boston Common. Cambridge is located across the Charles River and is home to Harvard University and Massachusetts Institute of Technology (MIT).

It is only in the last decade that the Boston lodging market has become so clearly segmented. The development of hotels such as The Meridian, The Bostonian, The Lafayette, The Marriott Long Wharf and The Boston Harbor Hotel added 1,612 rooms between 1981 and 1987 and has clearly defined the Financial/Waterfront sector. The development of the Marriott Copley, the Back Bay Hilton and the Westin Hotel added 2,315 rooms between 1982 and 1984 and has more clearly defined the Back Bay sector. The development of the 504-room Four Seasons in 1985 and the conversion of the Bradford Hotel to the Quality Inn Downtown have more clearly defined the Midtown sector. The development of properties such as the 298-room Charles

Hotel, the 431 room Marriott Kendall Square and the 310-room Embassy Suites between 1984 and 1986 have more clearly separated the Cambridge sector. Additionally, the outlying areas of Boston have seen a great deal of hotel development activity. The historical evolution of these areas has continued to create more distinct lodging markets.

As the market diversified by location, it has also diversified by product segment. Three clear product segments have emerged. The luxury segment is represented by properties such as the Ritz Carlton and the Boston Harbor Hotel. The transient market includes hotels such as the Marriott Long Wharf and the Boston Park Plaza. The convention hotel segment is comprised of hotels proximate to the Hynes Convention Center such as the Westin Hotel and the Marriott Copley. The luxury segment has grown most rapidly in the recent past, growing approximately 110 percent since 1984.

The overall downtown Boston lodging market has become a demand rich environment, caused in large part by rapid economic growth and relatively limited growth in new lodging facilities. In 1981, the Boston lodging market was comprised of approximately 5,000 rooms operating at approximately 72 percent occupancy. This equates to approximately 1,300,000 occupied room nights. By 1987, the market had grown to approximately 9,000 rooms operating at approximately 73 percent occupancy. This equates to approximately 2,400,000 occupied room nights. These increases represent growth of approximately 80 percent in supply and 85 percent in occupied demand. During this same period, Cambridge experienced approximately 270 percent growth in supply and approximately 265 percent growth demand. It is important to note that actual demand is believed to have grown at a more rapid rate but was often turned away from area hotels



due to capacity restraints during peak periods. This demand rich environment is characterized by peak capacity during the week and a continual strengthening of weekend demand. Midweek occupancies typically range between 74 and 95 percent and weekend occupancies typically range between 50 and 70 percent for first-class, downtown hotels.

Excess demand has resulted in significant average room rate increases over the last several years. In 1981, the average daily rate in downtown Boston was approximately \$66.00. In 1987, the average daily rate had increased to approximately \$92.00. This represents an increase of approximately 39 percent. This rapid increase in average rate has intensified the need for more economical hotel rooms to be developed. However, the extremely high land costs associated with downtown parcels has severely restricted this type of hotel development.

The recent completion of the Hynes Convention Center, the proposed expansion of the Bayside Exposition Center, strong growth in office space construction and absorption, increases in emplanements and deplanements at Logan International Airport, and record tourist visitations are indicative of the continued pressure that will be placed on the area's lodging supply. Demand is expected to outpace supply in the future. According to a recent study by the BRA, projected growth in lodging demand will result in a shortage of 1,165 hotel rooms by 1990 and 2,308 hotel rooms by the year 2,000. In general, the condition of the existing area lodging supply, and the outlook for the near-term future, is very positive for the development of new lodging facilities which are properly configured, managed and marketed.

## BUSINESS AND COMMERCIAL TRAVELERS

The majority of the market area's demand is derived from travelers visiting businesses, corporations and industrial concerns in the Boston area. This demand segment consists of people visiting area businesses for corporate inspections, sales conferences, audits, temporary job assignments, training, relocations and other purposes. This segment can be characterized as follows:

- High degree of single occupancy;
- Average length of stay is typically one to three days;
- Desire for first-class accommodations and service;
- Guaranteed reservations required; and,
- Proximity of hotel to place of business and accessibility to major transportation routes is important.

The business and commercial demand segment generates demand primarily from Monday to Thursday night. Peak demand occurs on Tuesdays and Wednesdays. This demand is generally constant throughout the year. However, during the summer and holiday seasons, demand in this segment tends to decline.

The proposed floating hotel should be able to significantly penetrate this demand segment. As previously mentioned, it represents the largest demand segment in the market area. Despite the apparent disadvantage of being located outside of Boston's Central Business District, the uniqueness of the floating hotel concept, as well as its waterfront location and proximity to the quickly developing Charlestown area, are competitive advantages for attracting demand which



might not otherwise consider a standard hotel at the Charlestown Navy Yard. The room configuration will provide an alternative to the standard transient hotel room, while providing all the necessities of today's business traveler. The ship's business center will provide all the necessary computer and telecommunications equipment within the "escape" environment of the cruise ship concept.

## GROUP MEETING AND CONFERENCE ATTENDEES

Group meeting and conference attendees comprise an important component of the market area's lodging demand base. This segment includes people visiting the area for regional conventions, sales training sessions, new product introductions, district and regional meetings and other reasons. This demand segment can be characterized as follows:

- Discounted rates required;
- Meeting and banquet facilities required;
- Quality food and beverage preferred;
- Efficient check-in/check-out procedures preferred; and
- Efficient billing procedures preferred.

The proposed floating hotel will have a specialized meeting space developed to attract both the social market and the small to mid-sized group meeting and conference market. It will be particularly attractive to the demand generated by the medical and university related demand emanating from the Navy Yard. In-depth analysis of this demand will be completed prior to the final design of the function space to ensure the proper facilities needed to significantly penetrate

this demand segment. Furthermore, the unique floating hotel concept will be a strong marketing advantage as meeting planners continue to seek original and unconventional locations for their functions.

## TOURISTS AND OTHER TRAVELERS

This demand segment consists of tourists and other non-commercial travelers. Demand in this segment is generally strongest during the summer months and the fall foliage season. This segment can be characterized as follows:

- High incidence of weekend occupancy;
- Average length of stay of one to two nights; and,
- A higher percentage of multiple occupancy.

The proposed floating hotel should be able to significantly penetrate this demand segment. The uncommon floating hotel concept and its waterfront location are expected to create a lodging experience which is unique and extremely attractive to the tourists and other travelers. The ship environment can only contribute to the tourism orientation of the visitor. In addition to the marketing advantages of this special concept, the proposed hotel should be well positioned to attract the tourist and other demand that wishes to remain relatively close to downtown without having to pay the premiums in rate which these hotels typically achieve. Furthermore, the proposed construction of the 408,000 square foot New England Aquarium in Charlestown would significantly increase the perception of the area as a tourist destination. The proposed plan would involve the construction of a facility capable of accommodating over 10,000 visitors every three hours. The facility would be the largest and most technologically advanced aquarium in the world.



In summary, the proposed hotel should be able to effectively penetrate all three primary demand segments to varying degrees. The unique floating hotel concept, waterfront location and anticipated high quality of the facilities and amenities should position the hotel in the upper mid-market. The hotel will have strong appeal to the business and commercial traveler and the tourist and other traveler who seeks a unique, high-quality lodging experience at a relatively reasonable rate. In addition, the hotel will benefit from competitive advantages in attracting Charlestown medical and other groups as well as those group meeting and conference attendees seeking an unconventional meeting environment.

## MANAGEMENT STRUCTURE

The experience and expectations of today's hotel guest are rapidly increasing. The guest's awareness of a hotel's positive and negative attributes is becoming more finely tuned, particularly in major cities with high average rates. This is certainly the case in Boston, which has achieved an average rate second only to New York. The success of the proposed hotel will rely heavily upon management's ability to recognize these expectations and satisfy a diverse clientele.

The proposed hotel will be operated by a recognized management company with a proven track record in full-service hotel operations in New England. The benefits of this type of management are numerous. In general, the level of experience which a management company can bring to a lodging operation helps to avoid many mistakes typically made by a first-time operator. This experience translates into consistent high-quality, profitably-run operations. Furthermore, economies of scale exist in the purchasing function. A management company

operating several operations can consolidate this function and realize substantial savings. Additional economies exist in payroll and marketing. Experienced staff from other successful properties can be temporarily assigned to a new hotel for hiring, training and other pre-opening and opening operations assistance. National or regional marketing programs can be allocated among several properties, each benefitting from the synergy resulting from similar properties located in related market areas. Perhaps the most important benefits from experienced management are consistency and quality. The lodging market in New England is becoming increasingly competitive. Guests are becoming more sophisticated and demand these qualities and characteristics. An experienced management company can develop the appropriate mix of staff, service and operational strategies to create such an environment.

## TEAM PROFILE

